Ministry of Finance

Plan for 2018-19

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Government of Saskatchewan

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Statement from the Minister

The Honourable
Donna Harpauer

Minister of Finance

I am pleased to present the Ministry of Finance Plan for 2018-19.

Government Direction and Budget for 2018-19 is focused on keeping Saskatchewan On Track by controlling spending, delivering high quality services for Saskatchewan people, keeping our economy strong, and returning to balance in 2019-20.

I accept responsibility for ensuring that the Ministry is managed with integrity and professionalism and supports Government's commitments.

We will report on the progress made on this Plan in the Ministry's 2018-19 Annual Report.

Response to Government Direction

The Government of Saskatchewan is committed to keeping the province On Track through prudent fiscal management. We will succeed by spending wisely, supporting economic growth, and ensuring services are sustainable.

This focus will continue to advance Government toward the realization of Saskatchewan's Vision and goals.

Saskatchewan's Vision

"... to be the best place in Canada – to live, to work, to start a business, to get an education, to raise a family and to build a life."

Sustaining growth and opportunities for Saskatchewan people	Meeting the challenges of growth	Securing a better quality of life for all Saskatchewan people	Delivering responsive and responsible government

Saskatchewan's Vision and goals provide the framework for ministries, agencies and partners to align their programs and services and meet the needs of Saskatchewan's residents.

All ministries and agencies will report on progress in their 2018-19 annual reports.

Operational Plan

Mandate Statement

The Ministry of Finance is responsible for oversight of government revenue, expenses, assets and liabilities. Finance is the lead ministry for fiscal policy; budget development and integrity; managing provincial debt; designing and administering fair, efficient, and competitive tax regimes; pension and benefit administration; labour relations advice to government; ensuring accountability to both the public and the Legislative Assembly for the use of public funds; and ensuring effective financial management and accounting policies and procedures.

Mission Statement

The Ministry of Finance supports excellence in governance and public administration through economic, financial and fiscal expertise, leadership and services.

Government Goals

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

Strategic priorities from the *Saskatchewan Plan for Growth*: investing in infrastructure and planning for growth; tax competitiveness; and building a competitive business environment.

Ministry Goal

The Ministry's expertise and leadership is valued in Government decision making.

Strategy

The Ministry of Finance will focus time and attention to enhance our knowledge and skills in existing and evolving areas in order to be more proactive and innovative in providing expert and balanced advice to decision makers.

Key Actions

- Work with ministries and agencies to develop and analyze budget options that align with Government's priorities.
- Continue to work with SaskBuilds, ministries and others on innovative financing, design and delivery of the Saskatchewan Builds Capital Plan.
- Provide guidance and advice to government in the development of strategy for public sector collective bargaining and assist ministries and public sector employers with the implementation of strategies to achieve collective agreements within parameters established by Cabinet.
- Assist ministries in ensuring the financial arrangements of federal-provincial agreements are appropriate and are accounted for within the Government's fiscal plan.
- Participate in ongoing discussions with federal, provincial and territorial governments on issues related to the major intergovernmental fiscal arrangements, including transfers in support of health care, post-secondary education and social programs.
- Review provincial tax policies to ensure alignment with the Government's priorities and that specific policies and actions are affordable within a balanced budget.
- Strengthen our partnerships, engagement and communication across the summary entity.
- Work with ministries and agencies to develop capacity for planning, improvement and reporting for each organization that assists in the achievement of Government's priorities.

Performance Measures

Income and Sales Taxes Paid by Representative Taxpayers

Interprovincial Tax Comparisons for Selected Average Family Profiles

Government Goals

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

Strategic priorities from the *Saskatchewan Plan for Growth*: ensuring fiscal responsibility through balanced budgets, lower debt, and smaller, more effective government.

Ministry Goal

Support governance and management, ensuring accountability and compliance through our policies, frameworks, reporting and oversight.

Strategy

The Ministry of Finance will provide continuing leadership in implementing the Government accountability framework, the Planning and Accountability Management System, across government. In addition, the Ministry will continue to evolve the knowledge, processes and systems related to planning, forecasting, budgeting and reporting for the summary entity.

Key Actions

- Provide government-wide reporting through Public Accounts and annual reports, including reporting on the *Saskatchewan Plan for Growth* goals.
- Ensure government-wide financial management policies and procedures are sound and the accounting policies are in accordance with Public Sector Accounting Board pronouncements.
- Oversee the internal controls of Government financial operations and systems.
- Promote compliance with Saskatchewan's tax programs through taxpayer education and responsible, effective enforcement.
- Oversee the implementation of projects to continuously improve planning, improvement and reporting functions for use by all ministries and agencies.
- Provide communication strategies that deliver timely, relevant, and effective information to external audiences.
- Work with ministries, agencies, boards and Crown corporations to increase their awareness and understanding of the requirements of planning, forecasting, budgeting, continuously improving and reporting within the summary entity.

Performance Measures

Benefit-Cost Ratio of Taxation Audit and Compliance Activities

Audit and compliance assessments of unreported tax and tax errors will be 575% of direct costs.

Timeliness of the Release of Public Accounts, Volumes 1 and 2

The Public Accounts, Volume 1 will be tabled with the Legislature by August 1 and Volume 2 will be tabled by October 31.

Percentage of Entities Meeting Tabling Deadline

100 per cent of Government entities table their financial statements with the Legislature within 120 days of their year-end.

Government Goals

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

Strategic priorities from the *Saskatchewan Plan for Growth*: ensuring fiscal responsibility through balanced budgets, lower debt, and smaller, more effective government.

Ministry Goal

Provide programs and services that meet stakeholder and client needs in the most effective and efficient way.

Strategy

The Ministry of Finance is committed to ensuring that our programs and services are not only aligned to government direction, but also meet client needs. In achieving this goal, we will utilize continuous improvement tools throughout the Ministry and optimize the use and investment in information technology.

Key Actions

- Provide accounts payable and travel expense claim processing services for executive government.
- Provide cash management, investment and capital borrowing services for the General Revenue Fund, Crown corporations and other government agencies.
- Provide advice, governance and administrative services to pension and benefit plan boards and participating employers as well as payment and support services to active and retired plan members.
- Assist public sector employers in strategy development and problem resolution as collective bargaining proceeds.
- Proceed with the final year of implementation for the replacement of the Revenue Management System.
- Complete the transition to the new operating software for the Government-wide purchase card program.
- Replace Pension and Administration Systems with one system (PEBA).

Performance Measures

Client Satisfaction of Businesses Which Collect Taxes on Behalf of Government

The biennial client satisfaction survey results in a satisfaction rating of 90 per cent or higher.

Percentage of Tax Payments Processed Electronically

60 per cent of tax payments received will be processed electronically.

Number of Farmers that Applied for Fuel Tax Permit Renewals Online

16,200 or more farmers will file permit renewals online.

Purchase Card Usage in the Government

A target of 200,000 transactions totaling $90 million dollars will be processed through the use of purchase cards.

Direct Deposit and Electronic Advice Usage for Supplier Payments

Direct deposits will be used for 80 per cent of supplier payments and 30 per cent of advices will be distributed electronically.

Government Goals

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

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Delivering responsive and responsible government

Strategic priorities from the *Saskatchewan Plan for Growth*: ensuring fiscal responsibility through balanced budgets, lower debt, and smaller, more effective government.

Ministry Goal

Highly engaged employees demonstrate our Commitment to Excellence.

Strategy

The Ministry of Finance continues to enhance our organizational culture and strengthen human resource planning and practices to retain and attract high quality employees.

Key Actions

- Implementation of our Comprehensive Human Resources Plan and the continued implementation of our Culture Sustainment Plan to improve employee engagement, retention and attraction throughout the Ministry.

Performance Measures

Employee Engagement and Culture Survey

Highlights

2018-19 Budget Highlights:

- The 2018-19 expense budget for the Ministry's operations is $53.6 million.
- When Pensions and Benefits for all of government are included the budget increases to $352.4 million.
- The Ministry's 2018-19 budget provides:
  - $298.8 million for Pensions and Benefits funding requirements;
  - $0.6 million reduction in net expense, excluding pensions and benefits, from 2017-18;
  - $1.5 million in revenue generation due to implementation of an Audit Strategy;
  - $1.25 million in revenue generation due to the expansion of PST and EPT (Education Property Tax) administration changes; and
  - $7.5 million in government-owned capital to continue replacement of the new Revenue Management System.

Other Ministry Highlights:

- Approves financial statements for 129 government agencies, which are to be tabled within 120 days of the agencies' fiscal year end. Saskatchewan has achieved 96 per cent of entities meeting the tabling deadline, which has been trending upwards from a low of 76 per cent in 2006-07.
- Produces approximately 275,000 payments to suppliers, grant recipients, employees and for government programs and supports approximately 10,000 financial system users.
- Provides tax revenue, refund and incentive programs to approximately 62,000 businesses and 32,000 farmers annually.
- Effectively forecasts and manages the government's cash and debt requirements.
- Produces budget reviews, Estimates and quarterly reports, and publication of ministry plans and annual reports within the respective deadlines.
- Provides advice to the Sub-Committee on Public Sector Bargaining for 39 collective bargaining agreements as well as the agreement with Saskatchewan Medical Association. In addition, provides advice to government on compensation matters for out-of-scope employment.
- Generates tax revenue and promotes compliance with tax programs using risk-based audit and enforcement activities.

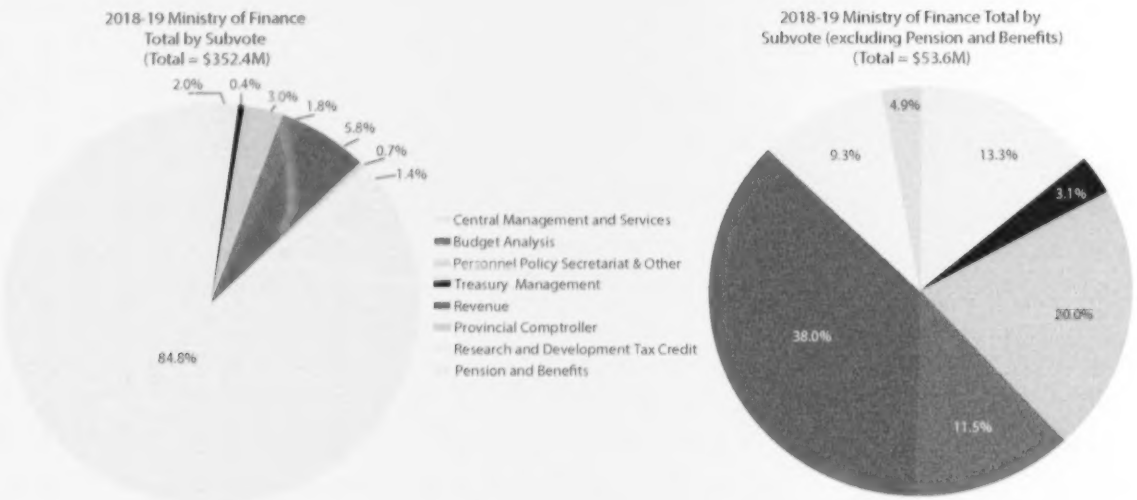
Public Employees Benefits Agency (PEBA)

- PEBA is an agency within the Ministry of Finance responsible for administering 12 pension plans for more than 95,000 members and 900 employers, and 23 benefit plans for over 89,000 member accounts.
- PEBA operates as a revolving fund. The costs incurred are charged to pension and benefit plans administered by PEBA.
- Most of the plans administered by PEBA are governed by a body established by statute that is responsible for the administration of the plan, holds in trust the assets of the plan and approves the expenditure budget for the administration of the plan.
- PEBA highlights include:
  - In 2017, PEBA received over $701 million in combined member and employer pension contributions and over $74 million in combined member and employer benefit contributions.
  - In 2017, PEBA processed over $357 million in pension payments to over 15,000 pensioners for all plans administered and oversaw over $68 million in benefit payments.
  - PEBA monitors 54 investment managers, who have invested $12.7 billion in pension and benefit assets in 104 investment mandates.
  - PEBA staff made 129 presentations to over 2,500 pension members and conducted approximately 1,900 individual retirement planning consultations.
  - Pension staff handle over 45,000 phone calls and 12,000 e-mails annually.
  - PEBA is responsible for preparing 24 financial statements for tabling in the Legislature.

Financial Summary

2018-19 Estimates	(in thousands of dollars)
Central Management and Services	7,140
Treasury Management	1,565
Provincial Comptroller	10,704
Budget Analysis	6,171
Revenue	27,917
Personnel Policy Secretariat	498
Research and Development Tax Credit	5,000
Miscellaneous Payments	23
Appropriation	**59,018**
Capital Asset Acquisition	(7,549)
Non-Appropriated Expense Adjustment	2,126
Expense	**53,595**
Public Service Pensions and Benefits	298,798
Total Expense	**352,393**
Total Appropriation	**357,816**

For more information, see the Budget Estimates at: http://www.saskatchewan.ca/budget



For More Information

Please visit the Ministry's website at http://www.saskatchewan.ca/government/government-structure/ministries/finance